



Office of the Mayor

The City of Harrisburg

**City Government Center
10 North Market Square
Harrisburg, PA 17101-1678**

Stephen R. Reed

Mayor

(717) 255-3040

FORWARD

I am pleased to commend to your reading this comprehensive report for the year 2001, one of the most progressive years in the history of the City of Harrisburg since we were first incorporated as a municipality in 1791.

Harrisburg has come a long way from when it was listed in the first half of the 1980's as the second most distressed city in the United States. There remains a great deal more to be done which is why this annual report is being issued. This is a means to identify the progress through the activities, projects and operations of the City of Harrisburg. Such a report as this is issued for each department of city government under the Mayor's authority, as well as The City Treasurer's office, under City Treasurer Paul Wambach.

Every city employee and each city agency are integral to the success of Harrisburg. The work and achievements of the current era have written a new chapter in the Capital City's and region's history and for this, every city employee can take pride and credit.

The City of Harrisburg's government is the most diverse municipal government in Central Pennsylvania. Our services and operations range from the traditional large municipal functions related to police, fire, public works, and parks and recreation to the more unique, such as water, sewer, trash collection, solid waste incineration, energy generation, recycling, economic development, areawide data processing systems, contracted sludge processing, codes enforcement and conducting major special events. Intertwined into all these functions are the administrative support functions related to risk management, legal, data processing, personnel, purchasing, billing, debt collection and financial management services. Everyone's role is important and everyone contributes to the overall success and functioning of this city.

This past year has considerably added to the overall positive performance of the government in achieving major public policy goals. For example:

- (1) The Part I crime rate, considered to be the index by which crime is measured in communities, has dropped over 50% since 1981 and the crime rate is now at a 30 year low;**
- (2) The fire rate, meaning the number of fires per year, has dropped over 70% since 1982, and is now at its lowest level since citywide records have been kept;**
- (3) The number of businesses on the city's taxrolls, counted at 1,908 by the end of 1981, is now over 5,600;**
- (4) The taxbase, assessed at \$212 million in 1982, is now over \$1.7 billion, the highest level ever recorded in city history;**
- (5) During the period of 1995 through 2001, the City broke the record three times for the number of building permits issued citywide, setting new record levels in city history; in the current era, over \$2.8 billion has been invested in Harrisburg, also a new record for any similar time period in city history;**
- (6) The annual cost of living index consistently lists Harrisburg as being one of the most affordable communities in the midstate in which to own a home;**
- (7) The City, in 2001, for the fourteenth consecutive year, won the nation's top national award for financial reporting and accounting and, additionally, for the eleventh consecutive year, won the nation's top national award for budgeting; of over 2,560 municipalities in Pennsylvania, only 2 have attained the same status;**
- (8) The City, in 2001, for the fourteenth consecutive year, retained Tree City U.S.A. status, the highest community conservation award in the nation; and City parks and recreation activities and programs garnered over 25 international, national and state awards; the city's Advanced Wastewater Treatment Plant won first place in Pennsylvania in statewide operational, maintenance and safety competition amongst other plants; the Department of Building and Housing Development won National Best Practice Awards from the Federal government for the city's Homeownership Impact Loan Program and the Homeownership Opportunities Program, while also garnering the state government's first Community Building Award; the Insurance Services Organization raised Harrisburg's insurance underwriting classification due to the city's emergency management, firefighting and public utility operations, with only two municipalities in Pennsylvania having a higher rating; the rating determines insurance premiums on property;**

(9) The City retained National Police Accreditation, the highest recognition for law enforcement in the nation; of over 21,000 police agencies, only 443 have attained the same status;

(10) The City attained top national and state awards for its transportation infrastructure improvements, its energy conservation efforts, its historic rehabilitation projects and a myriad of other City pursuits, making the City of Harrisburg the most award-winning municipality in Pennsylvania.

(11) Harrisburg continued to be one of the leading cities in the country in the creation of alternative energy and revenue sources; thus far, in the current era, the City has generated over 14.8 billion pounds of steam, co-generated over 877 million kilowatts of electrical energy, saved over 9.4 million cubic yards of landfill space and produced energy equivalent to over 830 million gallons of foreign oil;

(12) The City has fully or partially funded projects, which have resulted in new construction or restoration of over 5,000 residential units, in the form of homes and apartments, making Harrisburg the largest residential developer in Central Pennsylvania;

(13) Additional upgrades have occurred in the Harrisburg Parks System, now the largest municipal parks system in the Midstate and the only municipal parks system to play a continuous regional role; the City has invested over \$68 million in parks and playgrounds since 1982;

(14) Attendance figures continue to show Harrisburg as a dynamic center for recreation, arts and entertainment, with over 2.3 million in attendance for the city's various free, regional special events. The Harrisburg Senators surpassed the 250,000 attendance mark with a record 279,000 in 2001, and are now well over the 3.5 million mark in total attendance, and the Harrisburg Heat have drawn more than 1.2 million fans during their tenure at the State Farm Show Complex. The Harrisburg Riverboat also set a new attendance record, with more than 360,000 riders;

(15) Citywide neighborhood recreational programs attracted their largest attendance ever, at more than 478,000 youngsters and adults in 2000, a 7.2% increase over the previous years, and 546,860 attendance in 2001, a 14% increase and a record;

(16) The City continued in its Class 7 designation under the National Flood Insurance Program; only three other municipalities in the Nation have an identical or better designation; the classification is the result of the City's floodplain management and emergency management programs; Harrisburg is the only municipality in Pennsylvania to be upgraded in its classification, and in Harrisburg's case, was upgraded three times, giving City property owners a 15% reduction in the base premium for flood insurance;

(17) The City's Fire Bureau is one of 26 Federally-designated Urban Search and Rescue teams, one of the groups available for deployment anywhere in the U.S. for a major national disaster; further, the Commonwealth of Pennsylvania authorized the City to serve as administrator of Pennsylvania Task Force One, which involves resources across and outside the state, to respond to such emergencies; the City of Harrisburg was the first team deployed to the World Trade Center on September 11, 2001, in response to the worst terrorist attack on the United States in history;

(18) The U.S. Government selected Harrisburg as a Best Practice Award recipient for the city's Lead Paint Abatement Program. This effort has spawned \$18.4 million in public and private funds to rid older properties of lead-based paint. Minority contractors were trained by the City to do this specialized work. As a result, the City now has the lowest rate of lead found in blood samples from children living in affected properties. This is a community awareness program – one of many conducted by the City – and a housing rehabilitation effort that has achieved national success;

(19) Harrisburg was the recipient of the prestigious International Paradigm Award, the only city in North America to be so recognized for its cutting edge use of high technology;

(20) City coordination and support have resulted in over 225 city blocks being adopted under the Adopt-A-Block beautification program, and another two dozen vacant lots are similarly cared for under the Adopt-A-Lot program; 29 citizens have been trained as citizen codes inspectors to assist city Codes Enforcement Officers, and over 200 citizens have now graduated from the city's innovative Citizens Police Academy, the first of its kind in the midstate; more than 100 city blocks and neighborhoods are now covered by neighborhood crime watch groups;

(21) \$2.8 million in sewer improvements were completed and 34 streets and alleys were repaved; the \$1.9 million Shipoke Bypass was completed, a \$644,000 stabilization project was completed in Riverfront Park, repairing significant damage from the Flood of 96 that was undermining the entire Park area; new streetlights, sidewalks, and other infrastructure and amenity improvements were made throughout the city, especially along the main streets known as Capitol Corridors;

(22) On a daily and continuous basis, City agencies and personnel performed thousands of services and tasks, for which neither recognition nor attention were provided, but all of which served to enhance the quality of life in Harrisburg with benefit to citizens, businesses and visitors.

All should know and understand that American cities continue to face major challenges, frequently involving forces and factors over which a local government has no control. Our gains here have been the result of vision, struggle, persistence and arduous effort. The resurgence of Harrisburg in the current era has reversed previous decades of decline but we, too, are subjected to the unique burdens which the Nation and region place solely upon cities. It remains critically important that each of us rededicate ourselves to the furtherance of Harrisburg's best interests as we carry forth our respective roles and duties. The collective and individual efforts of Harrisburg's employees have made history. We owe it to the people we serve to build upon our present day progress by continuing our commitment to a constant, daily effort to be the best at what we have been hired to do for this City.

To the citizens and taxpayers of Harrisburg we dedicate this comprehensive annual report and our full measure of devotion in the days ahead.

A handwritten signature in black ink, reading "Stephen Reed". The signature is stylized with a large, looped "S" and a cursive "Reed".

Stephen R. Reed
Mayor

DEPARTMENT OF ADMINISTRATION

2001 ACCOMPLISHMENTS

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DEPARTMENT OF ADMINISTRATION DEPARTMENT OVERVIEW

The Department of Administration, headed by the Business Administrator, who is appointed by the Mayor, performs the fiscal and central administrative functions of the City. The Business Administrator has the authority to oversee the management of all City departments.

The Business Administrator directs one office and four bureaus within the Department of Administration: Office of Insurance and Risk Management and Bureaus of Financial Management, Data Processing, Human Resources and Operations and Revenue.

The Department of Administration works with the Mayor to uphold policy by overseeing the administrative management and supervision of all City departments. The Business Administrator works with department directors, deputy directors, and bureau directors to assure the proper administration of their operations. This department has three Deputy Business Administrators.

The first deputy serves as the Director of the Bureau of Operations and Revenue and is the Chief Negotiator for all contract negotiations in addition to billing and processing of collected property and mercantile taxes and utility revenue, collection activities on delinquent accounts, and the duplicating and mailing operations for the City. In order to carry out these functions, the Director is assisted by a Deputy Director and a Tax and Enforcement Officer. The first deputy is also responsible for overseeing the Mayor's Office for Labor Relations which administers the City's benefits programs, administers the collected bargaining agreements and assists management staff. This deputy conducts labor management meetings with the American Federation of State, County and Municipal Employees (AFSCME) Local 521, the Fraternal Order of Police (FOP) Capital City Lodge #12 and the International Association of Firefighters (IAFF) Local 428 and works in conjunction with the Law Bureau to represent the City at PA Human Relations Commission and PA Labor Relations Board hearings.

The second deputy serves as Director of the Bureau of Data Processing, overseeing all of the City's information and communication systems. This Bureau is responsible for most computer programming including: implementation of relevant databases; control and monitoring of the City's computerized billing system for property and mercantile taxes, water, sewer, sewer maintenance, refuse and disposal; and management of the human resources, inventory and accounting, insurance claims management, computer aided dispatch, parking ticket and meter bag systems and field reports for all service calls for police and fire. This Bureau also provides technical support and maintenance for the City's mainframe, personal computers and local wide area networks, as well as statistical research and analysis of information pertaining to current databases within the City. This Bureau is responsible for the management and maintenance of the City's internal telephone system and is the operator of the METRO police information system, established and owned by the City, which allows numerous suburban, municipal and county agencies to tie in to a common database. The METRO system is one of the few regional police information systems in the Nation.

The third deputy serves as Director of the Bureau of Financial Management, directing the Accounting, Budget, and Purchasing Offices with the assistance of three office managers, and is

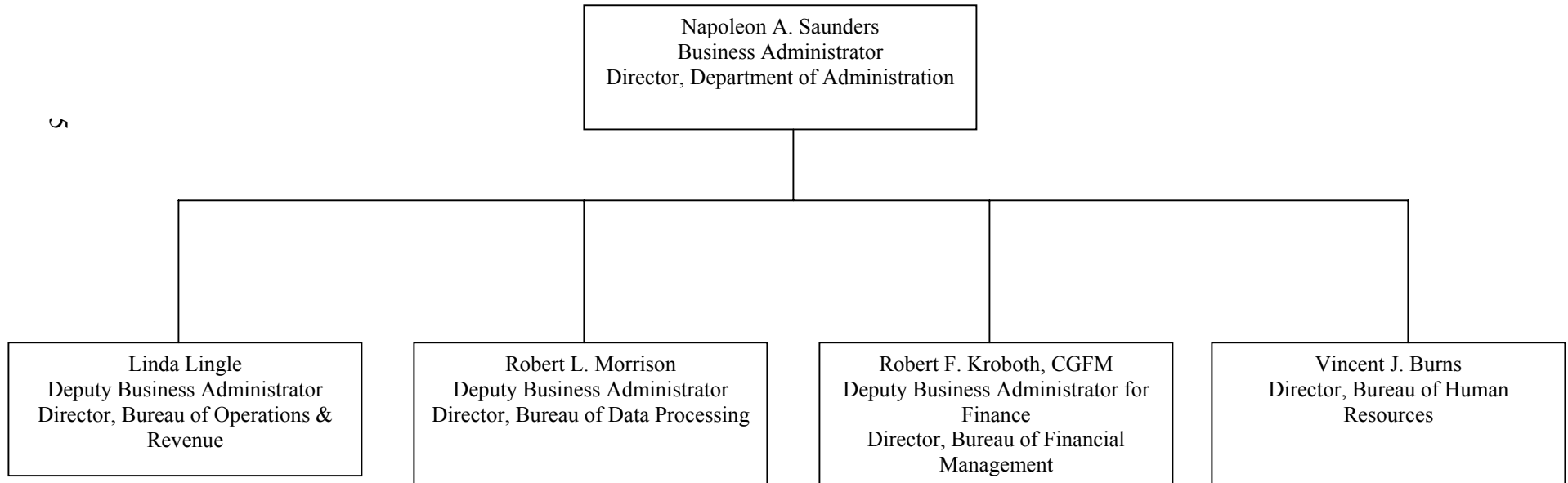
responsible for the fiscal management of the City. This includes the management of all funds; the accounting of all assets; the production of all financial documents; and the administration of Debt Service, General Expenses and Transfers to Other Funds. In addition, this bureau aids in the administration of the City's five pension plans and provides in-depth financial analysis and research to the Mayor and City Council upon request. This bureau is divided into four offices: Accounting, Budget and Analysis, Purchasing, and Insurance and Risk Management. The Accounting Office manages cash flow and performs accounts payable functions. The Office of Budget and Analysis is responsible for the development, preparation and distribution of the City's annual budget document, as well as the Mid-year Fiscal Report which illustrates the financial status of all budgeted funds as of June 30 of the current year compared to June 30 of the previous year. The Purchasing Office is responsible for overseeing the procurement of most City materials, supplies and services. This office must assure fair and equitable distribution of City contracts and agreements for capital and non-capital products and services, including the preparation of public bid specifications, advertisement of bids, and awarding of contracts. The Office of Insurance and Risk Management, created by executive order of the Mayor in 1986, and is headed by a Risk Manager, handles the City's insurance, workers' compensation, and loss control programs. This office, in conjunction with the City Solicitor, manages all litigation cases, processes all insurance claims and submits them to the appropriate insurance companies for consideration. Additional responsibilities include risk financing and employee health and safety matters.

The Bureau of Human Resources, headed by a Director, maintains all personnel records for every employee and processes all salary increases and the bi-weekly payroll for every City employee. The payroll Office maintains all payroll registers and implements all federal and state deductions and voluntary contributions. This bureau is also responsible for recruiting, testing, screening, hiring and processing of new applicants. The Bureau works with the Affirmative Action Officer in recruitment, general policy implementation and administration of both the Family and Medical Leave Act and the Americans with Disability Act policies. In-house training on supervisory and disciplinary techniques for managers is made available on an individual basis as well as in topic-generated forums. The Bureau develops job descriptions for every management and bargaining unit position. The Bureau monitors the automatic step progression for all bargaining unit employees with each classification, as well as the internal bid process for movement within the City of Harrisburg. Responsibility for effecting merit increases based on performance evaluations lies within this bureau. Additionally, the Personnel Officer administers all of the civil service rules and regulations, recruitment and promotional processes necessary for all civil service positions. Through these systems, all employees are afforded the opportunity for growth and advancement.

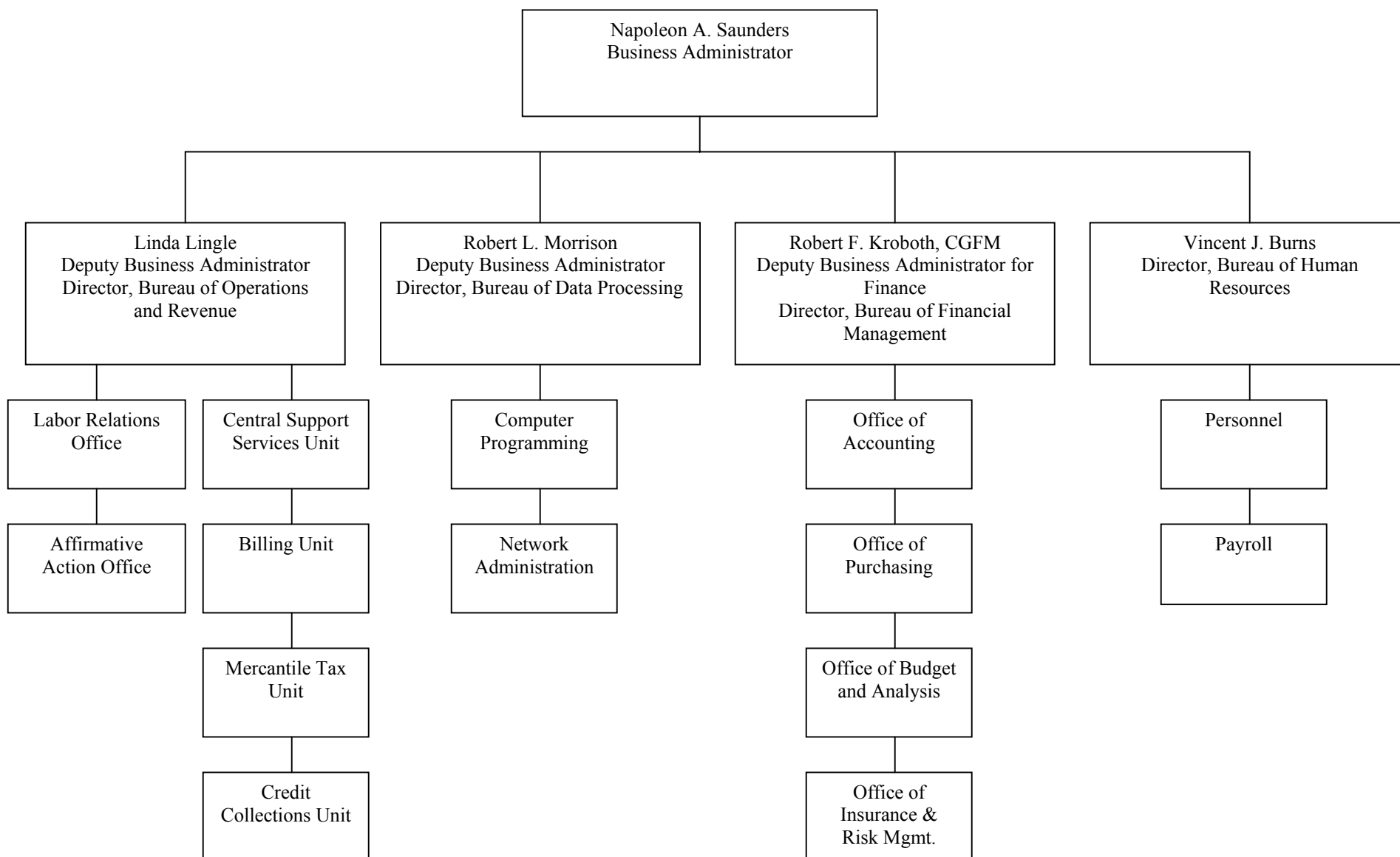
The Affirmative Action Officer reports directly to the Business Administrator and is responsible for implementing the City's Affirmative Action Policy. The Affirmative Action Policy, established by executive order of the Mayor in 1982, assures equal employment opportunities for all persons. The Affirmative Action Officer oversees recruitment, hiring, compensation, appointments for advancement (including upgrading and promotion), transfers, and terminations to verify that discrimination because of race, color, religion, national origin, ancestry, place of birth, sex, age, veteran status, non-job related handicap or disability, marital status, general education, or sexual preference/orientation does not occur. The Affirmative Action Officer also evaluates the demographic statistics of the City of Harrisburg to verify that equal employment opportunities are consistent with the relevant labor market and provides training for management

and bargaining unit employees on equal employment opportunity laws, cultural diversity, the Americans with Disabilities Act and other related subjects.

ORGANIZATIONAL CHART A
DEPARTMENT OF ADMINISTRATION
Reverend Martin Luther King, Jr. City Government Center
10 North Second Street
Harrisburg, PA 17101



ORGANIZATIONAL CHART B
DEPARTMENT OF ADMINISTRATION
Reverend Dr. Martin Luther King, Jr. City Government Center
10 North Second Street
Harrisburg, PA 17101



OFFICE OF AFFIRMATIVE ACTION 2001 ACCOMPLISHMENTS

The Office of Affirmative Action is responsible for the monitoring and assessment of the City's ongoing compliance with equal employment opportunity and statutes.

State and Federal Reports

- March 2nd – filed an Equal Employment Opportunity Plan with the U.S. Department of Justice in relation to a grant project for the City's Bureau of Police.
- April 5th – filed a Corrective Action Plan with the Pennsylvania Department of Labor and Industry in relation to a grant project for the City's Department of Building and Housing Development.
- May 8th – filed a Compliance Review Form with the Pennsylvania Department of Transportation in relation to a grant project for the Office of the City Engineer.
- June 4th – submitted a completed Compliance Review form to the City's Department of Building and Housing Development for filing with the Pennsylvania Department of Community and Economic Development in relation to a grant project.
- June 20th – filed a Compliance Review Form with the Pennsylvania Department of Environmental Protection in relation to a grant project for the Office of the City Engineer.
- September – filed the 2001 EEO-4 report with the U. S. Equal Employment Opportunity Commission.
- November 1st – submitted a completed Compliance Review form to the City's Department of Building and Housing Development for filing with the Pennsylvania Department of Community and Economic Development in relation to a grant project.

Employee Recruitment

- January through August – sent letters to approximately 75 area clergy to assist in the recruitment of minority and female applicants for selected vacant positions.
- September through December – as a result of discussions with the Bureau of Human Resources, this project was expanded to a monthly mailing which included the current listing of all vacancies at the City and was sent to approximately 120 organizations in the region.

Employee Selection

- Reviewed Affirmative Action Certificates for 47 new hire recommendations.

Employee Separations

- Conducted a total of seven voluntary exit interviews.

This office is responsible for the development and administration of various City policies, programs and services.

AAO Complaint Resolution Procedure

Investigated employee complaints and attempted to resolve all issues. Complaints included allegations of sexual harassment, unfair treatment, harassment, and poor/demeaning/different treatment by a supervisor.

Family and Medical Leave Policy Act

In June, the Affirmative Action Officer became the primary contact for Family Medical Leave Act (FMLA) claims. This office provided on-going guidance and input regarding the proper interpretation of this statute and recommended changes to the City's policy.

- June through December – issued 133 letters related to FMLA matters. As of December 31st there were 35 employees with open FMLA claims.

Accommodations/Accessibility

This office is responsible for on-going guidance and input regarding the proper interpretation of the Americans With Disabilities Act. In this capacity, the Affirmative Action Officer reviews employee requests for accommodations and investigates appeals submitted regarding residential handicap parking sign denials.

- Reviews a total of 8 employee requests for accommodation.
- Received a total of 17 appeals for residential handicap parking signs denials.

Non-Discrimination and Anti-Harassment Policy

Researched and developed a new Non-Discrimination and Anti-Harassment Policy which was issued to all non-uniformed employees in January 2002.

Domestic Partner Benefits Policy

Researched and developed a domestic partner benefits policy which was implemented for management employees in March 2001.

Employee Training Programs

- January/February – conducted four training sessions for employees in the Bureau of Water (topics: listening, communication, conflict, and personality type).

- May – conducted on training session for employees at the National Civil War Museum (topic: sexual harassment).
- June – conducted three training sessions for employees in the Bureau of City Services (topics: communication, conflict, and valuing differences).
- December – developed a sixty minute training session for all City management employees (sessions were held in January and February 2002).

OFFICE OF INSURANCE AND RISK MANAGEMENT 2001 ACCOMPLISHMENTS

The Office of Insurance and Risk Management (OI&RM) is charged with providing the traditional risk management functions associated with the City's operations. These functional areas include risk financing, claims management, risk management and risk transfer. The OI&RM continues to receive State and National recognition for its progressive approach to risk management.

Risk Financing

The traditional approach to risk transfer is through the purchase of insurance. The City purchases insurance to cover all of its exposures with the exception of workers' compensation and employee health benefits. The employee health benefit program is administered by the Mayor's Office of Labor Relations. These two important elements of the City's operation are self-funded. The workers' compensation self-funded program resulted in an approximate cost saving of \$1,526,352. This cost savings is derived from making a calculation of traditional insurance premium cost compared to the City's actual experience.

The City also experienced an actual net cost savings of \$144,392, which is the result of medical bill rebilling for its workers' compensation program. This savings was accomplished by submitting all workers' compensation medical bills for review by a competent medical service analyst. This resulted in an approximate 38% savings for the City.

The OI&RM exerted an exceptional effort in compiling the information for the renewal application required by each of the lines of insurance coverage. The OI&RM compiled the information for the renewals and coordinated a market solicitation conducted by Marsh USA. This effort resulted in competitive quotes being submitted to the City. The City then awarded the most competitive quotes. The City realized an opportunity for future savings by including a rate guarantee provision within the general liability, auto, and property and law enforcement insurance policy package provided by Coregis, our current insurer.

The Commonwealth of Pennsylvania, Department of Labor & Industry reviews each self-insured's workers' compensation performance during the year. A determination is made as to the City of Harrisburg's outstanding liability for all claims reported at year-end. As of December 31, 2001, the estimated liability was \$2,230,988. The estimate for the period ending December 16, 2000, was \$2,583,161. This reflects a performance improvement of \$352,173. This is the fourth consecutive year that our performance has improved. Since 1999 the City has experienced a \$1,634,910 reduction of outstanding liability as calculated by the Pennsylvania Department of Labor.

Loss Control/Prevention

Loss control/prevention programs are designed to educate employees and manage the work environment in an effort to minimize the City's exposure to loss. The following were the major loss control programs managed by the OI&RM during 2001:

1. Conducted a City-wide hazard survey to identify potential hazards that could cause injuries. All operating facilities of the City were inspected, written reports were distributed and the affected departments developed abatement plans.
2. CDL Drug and Alcohol Prevention and Testing Program was administered with random testing being conducted to assure compliance with Federal regulatory guidelines.
3. Conducted 47 safety training classes covering the following subject areas:
 - Respiratory Protection
 - Lockout/Tagout, Electrical Safety
 - Trenching/Excavation
 - Confined Space
 - General Safety for Managers, Supervisors, and Employees
 - Lifting Ergonomics
 - CPR/First Aid
 - Slip, Trip & Fall
 - Hazard Communication Program
4. This Office promoted compliance with our auto and general liability insurance carrier's loss control program by presenting two Defensive Driving classes for new City employees. Additional loss control programs included:
 - Security and Inspection of Vacant Buildings
 - Self-Inspection Program (Fire & Safety Hazards)
 - Self-Inspection Program (Road Surfaces)
 - Training for Elected Officials
 - Employment Practices
5. Accident and Illness Prevention Program monitoring for compliance. The emphasis is the prevention of incidents where an employee may become injured.

Claims Management

The OI&RM is responsible for claims management within the scope of the City's operations. These activities include the reporting of all incidents that will generate a claim against the City. These incidents require investigation, monitoring and notification of the appropriate insurance company or, in the instance of self-insurance, the third party claims administrator. It is extremely important that all of the claims adjusters have complete, accurate information. It is with this information that decisions are made regarding the economic value of claims tendered against the City.

The following are the types and frequency of claims managed by the OI&RM:

	<u>2001</u>	<u>2000</u>	<u>1999</u>	<u>1998</u>	<u>1997</u>
Automobile Liability	84	97	99	70	85
General Liability	32	34	68	58	44
Property	5	2	5	6	4
Work Related Injuries	267*	328**	334	386	377

* During 2001 there were 86 incidents reported as precautionary only.

* During 2000 there were 100 precautionary incidents, with no expense incurred.

There were 65 incidents during 2001 that were under the City's deductible for insurance coverage with resultant damage to City owned property. During 2000 there were 62 incidents and during 1999 there were 49 similar type incidents.

There were 21 incidents that the OI&RM was able to subrogate against other parties. This process of billing and collection activity resulted in the recovery of \$40,967.51.

The OI&RM was actively involved in the management of Workers' Compensation and Heart and Lung claims. Managing these claims was the singular most complicated activity of this office. The Heart and Lung program is a statutory required benefit for the city's police officers and firefighters. It provides supplemental benefits for those uniformed employees injured in the line of duty and as a result of their work.

The OI&RM was responsible for the compilation of the application, submission and obtaining the award of self-insurance status by the Commonwealth of Pennsylvania's Bureau of Workers' Compensation. This self-insurance status permits the City to self-fund its workers' compensation program. This year we achieved an estimated cost saving of \$1,526,352 by managing a self-funded program. This value is achieved by calculating the estimated cost of conventional insurance and deducting the City's actual experience.

The OI&RM implemented the City of Harrisburg's Accident and Illness Prevention Program. This document required extensive effort to make certain this safety program was in compliance with guidelines published by the Commonwealth of Pennsylvania's Bureau of Workers' Compensation.

The OI&RM updated the designated physicians list in an effort to provide a larger range of providers of medical treatment for the City's employees. A significant element of this program is making arrangements with the physicians in accordance with the Commonwealth's statutory requirements. These revisions have improved the availability of treatment, impacted the reduction of some costs for the delivery of services and has been accepted as an improvement by employees and their respective collective bargaining units.

Risk Management

The OI&RM was responsible for providing the City's auditors, rating agencies, and other interested parties with insurance related statistical information. This information contributed to the City's positive recognition by financial and other professional organizations.

Staff members of the OI&RM participated in the negotiations of the Fire and AFSCME labor contracts during this reporting period.

This office also rendered professional risk management services to the Harrisburg Civic Baseball Club (Harrisburg Senators), Harrisburg City Island Catering, The Harrisburg Authority, The National Civil War Museum, and the Harrisburg Redevelopment Authority. These civic organizations requested and received assistance relating to many diverse insurance related concerns.

Risk Transfer

The OI&RM reviewed and made recommendations regarding the insurance requirements for the indemnification of the City as it related to the many contracts awarded by the City to its many vendors and contractors. All City departments were provided some assistance as they developed requests for proposals concerning the award of contracts to independent contractors during 2001.

BUREAU OF FINANCIAL MANAGEMENT
2001 ACCOMPLISHMENTS

Accounting and Financial Reporting

1. Obtained the prestigious Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) of the United States and Canada for the City's Comprehensive Annual Financial Report (CAFR) for the year ended December 31, 2000. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment for the fourteenth consecutive year represents a significant accomplishment by a government.
2. Played a significant role in successfully affirming a credit rating of "Baa" by Moody's Investors Service, and "A" by Standard & Poor's, and an "A-" by Fitch Investors Services.
3. The City's Single Audit Report for the year ended December 31, 1999, and related City Responses and Plans for Corrective Action were accepted and approved by the U.S. Department of Housing and Urban Development (HUD) and the Commonwealth of Pennsylvania (PA). This annual report prepared by accounting staff and audited by McKonly & Asbury LLP, CPAs, accounted for all federal and state grant programs in excess of \$300,000 and further reported on the effectiveness of internal controls and compliance with all appropriate laws and regulations. The City received unqualified (clean) opinions by the auditors on every aspect of the report. Additionally, the 2000 Single Audit Report and related City Responses and Plans for Corrective Action were submitted to HUD and PA in a complete and timely manner with no reportable conditions or findings of either questionable or ineligible costs, resulting in clean auditor opinions again for 2000.
4. Accounting staff assisted with preparation of the Introductory and Statistical Sections of the 2000 CAFR, and provided support to the Budget Office with regard to its submission of the 2001 Budget for consideration of GFOA's Distinguished Budget Presentation Award.
5. Accounted for the National Civil War Museum's construction-in-progress for the 2000 Comprehensive Annual Financial Report. The Museum officially opened on February 12, 2001. Additional expenditures will be included in the 2002 CAFR representing final change orders of the project.
6. Staff of the Accounting Office supported the Department of Public Works in preparing and filing the 2000 Annual State Liquid Fuels Report. Again, the report was prepared and delivered on time, with no variances and the resultant annual subsidy was received on time in April 2001.
7. Assisted the City Treasurer's Office in reconciling cash accounts, setting up new accounts, and posting various cash transactions relative to new bond issues and other funding sources.

8. Coordinated disbursements to various agencies utilizing Hotel Tax Proceeds and other funding sources.
9. Assisted the Budget Office in gathering supporting data on capital projects for various questionnaires and research surveys throughout 2001 and the Capital Improvement Plan section of the Final 2001 Budget document. Prepared the 2000 PURTA Realty Tax reports for the Department of Revenue that were due in April.
10. Administered the proceeds from EPIII, Bill Nos. 18, 20 and 44 of 1995, Resolution No. 1-1997, PNC Caps and 1997 G.O. Series "F", Harrisburg Redevelopment Authority Series A and B of 1998, as well as 1996 Flood FEMA reimbursements. This included approving requisitions/purchase orders and generating monthly reports in a timely manner. Nine funding sources are included in the Capital Projects Fund and provide cash inflows to fund major capital purchases and improvements. Provided schedules to assist the City Engineer in planning for street repaving projects and alleyway resurfacing shortages for the Department of Public Works.
11. The Accounting Office led the project to evaluate and purchase a new accounting software package from Pentamation, Inc. of Bethlehem, PA. The package was purchased in September 1998 and implemented in January 1999. The Accounting Office worked closely with the Purchasing and Budget Offices to provide additional training to all City departments in using the system and continued to train on the upgraded system in 2001. This training will continue in 2002.
12. Continued to closely monitor the cash flow needs of The Harrisburg Authority (THA) and the City for the Resource Recovery Fund. Initiated periodic meetings with THA and Resource Recovery staff in order to maintain cash flows for the proper reduction of accounts payable at the Resource Recovery facility. The Accounting Manager reviews payables for this and all City funds on a bi-weekly basis.
13. Assisted the Fiscal Officer with reconciliation and preparation of the 2000 GPR Report to the Department of Housing and Urban Development (HUD) and the Schedule of Expenditure of Federal Awards.
14. Processed approximately 40,557 accounts payable records, 9,774 warrants (checks), and 610 journal entries with 16,812 accounts. In addition, processed 1099 Miscellaneous Income forms for 2001 and reported same to the IRS.

Budget and Analysis

1. The most significant accomplishment of the Office of Budget and Analysis in 2001 was receipt of the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) of the United States and Canada for the City's 2001 Budget Document. This award is the highest form of recognition in governmental budgeting and was achieved by the City for the eleventh consecutive year.

2. Receipt of the Distinguished Budget Presentation Award was the result of work which began in August 2000, and continued through March 2001. Although budget figures and summary tables were prepared in 2000 with the submission of the Mayor's 2001 Proposed Budget to City Council, much supplemental information and additional enhancements for the 2001 Final Budget were added between January and March 2001. These additions included: the Mayor's budget transmittal letter, 2001 Policy and Program Initiatives section, Expenditure Detail by Fund Analysis, Undesignated Fund Balance Analysis, expansion of the Debt Service Fund section, Community Profile section, and Budget and Tax Levy ordinances. Efforts also continued to convert files containing only text from Lotus 1-2-3 to Word.
3. Due to the tragic events that occurred on and after September 11, 2001, the Budget/Management Analyst was deployed for active duty in the U.S. Army on October 18, 2001. This left only the Budget Manager in the Office of Budget and Analysis. Despite this severe staffing short fall, the 2002 Proposed Budget Document and the year – end closing process were successfully completed.
4. The Office of Budget and Analysis played an integral part in the continued implementation of a new financial management system. The Budget Manager was a member of the implementation team. This implementation team had regular meetings to discuss the current position and what had to be done for complete implementation. Extensive research and work was done by the Office of Budget and Analysis to determine such things as modifications that needed to be made for a smooth transition, the activation of budget units and account codes needed, year-end procedures and troubleshooting for purchasing and accounting issues as they arose. Assistance was given to the offices of Purchasing and Accounting in the answering of questions that users had.
5. Work on the Mayor's 2002 Proposed Budget began in August 2001. The budget process began with Office of Budget and Analysis staff preparing and distributing budget preparation packages for completion by all department directors and office heads. Personnel costs were calculated by the Office of Budget and Analysis based on contractual increases for bargaining unit employees, merit increases for management employees, projected fringe benefits costs and direction by the Mayor. Many revenue estimates were also calculated by this Office, while all revenue estimates provided to this Office were reviewed for reasonableness. All budgetary data was then compiled in Lotus 1-2-3 spreadsheets by this Office. Meetings were held between the Mayor and certain Bureau of Financial Management staff wherein the Mayor provided the necessary direction which resulted in the Mayor's 2002 Proposed Budget. The Mayor's 2002 Proposed Budget was presented to City Council on November 27, 2001. City Council held public meetings to review the Mayor's 2002 Proposed Budget; and on December 19, 2001, City Council passed an amended version of the original proposal.
6. The Office of Budget and Analysis researched information and gathered supporting data used in the development of the Finance Director's transmittal letter for the 2000 Comprehensive Annual Financial Report (CAFR). This Office was also responsible for preparation of the reconciliation of Original Budget to Adjusted Budget.

7. The Office of Budget and Analysis performed analytical work required in conjunction with the 2001 contract negotiations between the City and the International Association of Firefighters (IAFF) Local Union No. 48 and the American Federation of State and County Municipal Employees (AFSCME) Local 521. Many scenarios were developed to determine the overall cost of increases in economic items such as wages, shift differential pay, longevity pay, and other fringe benefits. This effort began in June 2001 and continued into March 2002. The IAFF contract was ratified on February 12, 2002. The AFSCME contract was ratified on April 16, 2002.
8. Work was begun on the Bureau of Financial Management's Resource Center. This center contains a comprehensive array of reference materials and manuals that can be used by any employee within City Government. All of these reference materials will be cataloged in a system that will allow them to be located easily within the Center and records kept of who borrowed them, to ensure proper return.
9. Extensive analyses were conducted by the Office of Budget and Analysis in the last quarter of 2001 related to year-end reconciliation and 2002 budget preparation. Gap analyses were prepared for the 2001 Budget Reallocation Plan, 2002 Proposed Budget and 2001 year-end reports.
10. The Office of Budget and Analysis received and completed requests from other governmental and non-governmental agencies for various reports, questionnaires and research surveys throughout 2001.

Other pertinent reports/questionnaires/surveys prepared during 2001 include:

- Final 2000 Payroll figures for the Excess Workers' Compensation Policy Audit
- 2001 Approved Budget Payroll Figures and Number of Employees for the City's self-insured workers' compensation program
- Commonwealth of Pennsylvania, Department of Community and Economic Development, Bureau of Local Government Services, Statement of Taxes Levied
- Pennsylvania Economy League, Municipal Tax Rates
- U.S. Department of Commerce, Bureau of the Census, Quarterly Survey of Property Tax Collections
- National League of Cities 2001 Fiscal Conditions Survey
- U.S. Department of Commerce, Bureau of the Census, Annual Survey of Government Employment
- Commonwealth of Pennsylvania, Department of Labor & Industry, Center for Workforce Information and Analysis, Occupational Employment Statistics (OES) Wage Survey

- International City/County Management Association Police and Fire Personnel, Salaries, and Expenditures, 2001

These reports/questionnaires/surveys involved a great amount of research and analysis by the Budget staff. In addition, the Budget staff responded to telephone inquiries from governmental and non-governmental agencies in 2001.

Pension Administration

Fulfilled all contribution and reporting requirements mandated under the Municipal Pension Plan Funding Standard and Recovery Act 205 of 1984 (as amended by Act 189-1990) in a timely manner. Subsequently, the City was determined to be in compliance with the applicable mandatory provisions of the Act 205 Recovery Program and therefore eligible to continue to participate in Distressed Level III of the Recovery Program. Because of this, the City received \$1,861,047 in State aid for its pension plans in September of 2001.

Purchasing Office

The Office of Purchasing functions as a part of the Bureau of Financial Management within the Department of Administration. The procurement arm of any organization or governmental body is responsible for a myriad of tasks, some of which are listed herein.

- Provide for the timely purchase of goods and services.
- Provide assistance in the creation of specifications.
- Develop the appropriate timetable for each public bid project and issue bid packages to prospective contractors.
- Establish and maintain a current and valid network of vendors with the appropriate cross-reference to the commodity listing.
- Research potential state contracts through the Pennsylvania League of Cities and Municipalities Piggyback Purchasing Program as well as through the State Department of General Services Internet Website.
- Respond to various bid net service surveys regarding public bid project status and award information.
- Interact with purchasing professionals from other governmental agencies to discuss policy and procedure issues.
- Respond to questions regarding the purchasing system posed by auditors engaged in various aspects of auditing for the Comprehensive Annual Financial Report, State Liquid Fuels Audit, and various grant audits.
- Negotiate disputes between City agencies and vendors.

The Purchasing Office, in the performance of one of its most basic and routine functions, processed over 1900 purchase requisitions, down from previous years due to raising the purchase order requirement from \$500 to \$1,000 in February 2001. Each requisition must be reviewed for accuracy and completeness as well as for following prescribed purchasing policy before it can be approved and made into an actual purchase order. The review process is normally rather painless due to the caliber of the individuals entering the information into the system. However, there are always exceptions to the rule and it is those times that a much more involved and time consuming series of dialog must be established to ensure the purchase is correct and the policy is being maintained.

The area of governmental or public purchasing that requires the most involvement on the part of the purchasing professional is the public bid process. The Purchasing Office becomes the lead agency in circulating the appropriate specifications for the necessary review and approval, placing the advertisement announcing the bid, sending out the bid packages to prospective bidders and receiving the bids. Once the bids are opened, the appropriate City agency makes an award recommendation to the Purchasing Office who then completes the contract process. During the course of the year over 30 public bid projects were processed. Some of these projects involved multiple department review and approval while others involved contract awards to multiple vendors, and several involved both scenarios. In a few cases the initial bids were rejected causing the bid process to be duplicated. While this is all a part of the normal purchasing function, the more individuals who become involved in the process requires the purchasing staff to be more diligent in their efforts to ensure that the promulgated policies are being followed. This attention to detail not only makes the audit trail easier to follow, it also makes any subsequent review of former bid packages easier to decipher.

The Year 2001 proved to be a demanding year again for the Purchasing Office, following the resignation of the Purchasing Manager in December 2000. This change called for the reassignment of duties and personnel within the Bureau of Financial Management. The experienced staff of the Bureau were able to maintain a business-as-usual environment and support for the City in processing bid requests, approving requisitions/purchases and still providing training to the various departments on use of the Pentamation system.

Lastly, the Pentamation Financial Management System was upgraded in the beginning of 2001 and additional training was provided by the Purchasing, Budget, and Accounting Officers. Enhancements of the system provides additional information to its users that eliminates various steps that were previously needed in order to follow up and approve requisitions. The staff of the office continues to discuss problems with Pentamation Customer Service, to recommend enhancements/short-cuts, and serve as an integral part of the accounting system team.

BUREAU OF DATA PROCESSING
2001 ACCOMPLISHMENTS

1. Hired a Network Administrator, who, along with the Deputy Network Administrator, stabilized the extensive network system the City has put into place over the last four years.
2. Increased storage space and efficiency by installing a rack mount to hold four servers.
3. Purchased and installed over 30 new personal computers to replace non-working and obsolete computers throughout City government.
4. Established a full due diligence warrant program as required by State law for misdemeanor and felony warrants. Monthly batch reports are provided to the Chief of Police for overdue warrants.
5. Began preparing and training for a new paperless criminal warrant system. Worked with Dauphin County President Judge Joseph Kleinfelter on the implementation of this new system. This paperless warrant system should be fully operational in 2002.
6. Developed a new system to electronically transfer subpoenas from the Dauphin County District Attorney's Office and the Pennsylvania Courts' Administrative Office to the City's mainframe. A notification message is then automatically sent to the subpoenaed Police Officer via his/her field reporting system. This has dramatically lowered the incidences of missed court appearances.
7. Developed and began training for a new accident reporting system that was mandated by the Pennsylvania Department of Transportation. This program took six months to develop and sends file data from the City's mainframe to PennDOT's server in the Commonwealth Technology Center.
8. Developed and programmed, over a six month time period, a new uniformed crime reporting system which allows the City to provide monthly crime statistics to the Pennsylvania State Police via e-mail. Began transmitting test files from the City's mainframe to the Pennsylvania State Police server in the Commonwealth Technology Center. Final implementation of this new reporting system will occur in 2002.
9. Provided and assembled a specially designed personal computers to be used by the Department of Parks and Recreation to teach the basics of computer music programs. . Loaded various special music instrument programs onto the PC which actually simulate a particular instrument, i.e. drums, horns, etc Several classes were held at the Brownstone Mansion in Reservoir Park and at the end of each program, each youth was able to "burn" a musical compact disk to keep as a memento.
10. Further enhanced the City's utility billing system to allow for easier account review. Adjusted the program to allow for the printing of expanded information on monthly utility bills. Developed a more proficient system for the transfer of radio signal meter readings to the City's data base.

11. Enhanced METRO to allow for the transfer of narratives from one system report to another. An example would be copying the narrative from an initial report to a criminal complaint affidavit of probable cause. This eliminates the need to re-enter narrative information, reducing the time officers must spend on each report.
12. Reprogrammed and enhanced the DREV (Revenue Database) to create a user friendly environment for the entry of all information relative to the installation of 14,000 new water meters (meter numbers, installation dates, final readings, etc.). Extensive training was provided, along with written instructions, to make sure all users were familiar with the changes/enhancements. Participated in monthly meetings with Mrs. Lingle, Deputy Business Administrator, to review all facets of the on-going project and to ensure the accuracy of the data entered into the system.
13. Enhanced the DREV program to allow customer service representatives to enter and view property settlement sheet data on-line. This eliminated the need for representatives to retrieve and re-file paper settlement sheets in order to answer any customer questions.
14. Created various reports as needed to assist the City's Chief Negotiator, Linda Lingle, during contract negotiations with the American Federation of State, County and Municipal Employees (AFSCME) Local No. 521 and the International Association of Fire Fighters (IAFF) Local No. 428.
15. Expanded the Codes Enforcement portion of DCIT (City Database) to allow for the input and tracking of Fire Prevention Inspections carried out by the Fire Bureau.
16. Reprogrammed the applicable portions of DCIT and METRO to apply an additional \$25 Neighborhood Mitigation Penalty fee to anyone convicted for any codes violation. This enhancement is in accordance with Ordinance No. 20 – 2001.
17. Began implementing ADP software upgrades on the Payroll Office's personal computers. This project will be completed in 2002. Information goes from the mainframe to the Payroll Office for transmission to ADP.
18. Continued to provide data entry support for the Bureau of Codes Enforcement and Bureau of Operations and Revenue. Data Processing personnel input approximately 150 Buyer Notification Reports and 4,000 utility bills per month.

BUREAU OF HUMAN RESOURCES 2001 ACCOMPLISHMENTS

The Bureau of Human Resources is composed of two divisions: the Human Resources division and the Payroll division. The Human Resources division provides a wide range of personnel services for City Government. The Payroll division ensures timely and accurate salary payments and appropriate deductions for employees of City Government. The Director of Human Resources manages both divisions of the Bureau.

I. HUMAN RESOURCES

A) GENERAL OVERVIEW

Following is an overview of the services provided to the employees of the City and the general public.

Recruitment - Recruitment of applicants for uniformed positions in the Bureaus of Police and Fire and non-uniformed employees for the Bureau of Codes Enforcement resulted in the development of civil service lists.

Placement – As non-civil service positions became available throughout City government, the Bureau of Human Resources worked toward filling the available positions in several ways. The internal bidding process was initially used for filling non-uniformed bargaining unit positions. Management level positions and those positions which are not filled through the internal bidding process were open to the public via the application process. The Bureau of Human Resources was responsible for accepting completed applications and distributing suitable applications to the appropriate Department or Bureau Directors for review and consideration when vacancies occurred.

Promotional Examinations - The Bureau of Human Resources conducts all promotional examinations for the Bureau of Fire to establish civil service lists for the promotions of existing officers to the ranks of Battalion Chief, Captain, and Lieutenant.

Training - This Bureau provided informal training for managers on issues of hiring practices, recruitment, placement procedures, and unemployment compensation.

Labor Relations - This Bureau participated in labor contract negotiations involving the Fraternal Order of Police, International Association of Fire Fighters, and American Federation of State, County and Municipal Employees.

Outreach - As a part of recruitment for full-time non-uniformed, police, fire and management positions, as well as the part-time seasonal employment program, job notices were sent to various agencies, colleges, unemployment offices, inter-denominational groups and various community leaders. This enabled the City to reach out to a diverse population in its recruitment efforts.

Affirmative Action/Equal Employment Opportunity - The Bureau of Human Resources worked closely with the City's Affirmative Action Officer to implement the City's Affirmative Action Plan during the hiring and placement processes. This coordination supported the City's efforts to provide equal employment opportunities and satisfy affirmative action goals.

B) PLACEMENT, RECRUITMENT AND PROMOTIONAL EXAMINATIONS

1) Placement

- A) As the result of recruitment activities, the Bureau of Human Resources received 1,421 applications for employment. The following is a breakdown of new employees hired during 2001:

Elected Officials	0
Management	49
Bargaining Unit	27
Police Bureau	22
Fire Bureau	2
Temporary	133
National Civil War Museum ¹	<u>33</u>
Total	266

- B) In addition, the Bureau processed 256 separations of employment during 2001. the following is a breakdown of employment separations during 2001:

Elected Officials	0
Management	57
Bargaining Unit	25
Police Bureau	19
Fire Bureau	1
Temporary	120
National Civil War Museum	34
Total	

2) Police Recruitment

Effective January 8, 2001, twenty-two (22) applicants were appointed by the Mayor from the certified appointment eligibility list and they subsequently entered the Bureau of Police training program. Since the certified appointment eligibility list was nearly depleted, a recruitment period of August 20, 2001, through September 28, 2001, was open for the position of Patrol Officer. The Bureau received 204 completed applications. Out of 204 applicants, 149

¹ Through an agreement between the City of Harrisburg and The National Civil War Museum, the City of Harrisburg, Bureau of Human Resources provided employment and payroll processing services to The National Civil War Museum through September 30, 2001.

applicants participated in the Physical Agility Test, 55 applicants did not report for the Physical Agility Test. Of those who participated in the Physical Agility Test, 17 applicants failed, leaving 132 applicants eligible for the written examination. Of the 132 applicants, 4 applicants did not appear for the written examination. Of those who sat for the written examination, 103 applicants passed and 25 applicants failed. On December 12, 2001, the Police Civil Service Commission certified a new Certified Appointment Eligibility list for the position of Patrol Officer.

3) Firefighter Recruitment

Effective March 2, 2001, two applicants were appointed by the Mayor from the certified appointment eligibility lists that were re-certified by the Fire Civil Service Commission on January 25, 2000. Since the certified appointment eligibility list was nearly depleted, a recruitment period of February 1, 2001, through March 16, 2001, was open for the position of Firefighter. The Bureau received 27 completed applications. Out of 27 applicants, 23 applicants sat for the written examination. Of those who sat for the written examination, 18 applicants passed and 5 applicants failed. On May 1, 2001, 15 applicants were eligible to participate in the Physical Agility Test. Of those who took the Physical Agility Test, 3 applicants failed, leaving 12 applicants eligible to proceed for the background investigations. On December 12, 2001, the Fire Civil Service Commission certified a new Certified Appointment Eligibility list for the position of Firefighter.

4) Codes Enforcement Officer Recruitment

Effective August 20, 2001, through September 28, 2001, the Bureau of Human Resources opened the recruitment for Codes Enforcement Officer. The Bureau received 11 completed applications. Out of 11 applicants who sat for the written examination, 7 applicants passed and 4 failed. On January 11, 2002, the Non-Uniform Civil Service Commission certified a new Certified Appointment Eligibility list for the position of Codes Enforcement Officer.

5) Fire Promotional Examinations

The Bureau of Human Resources administered the Fire Promotional Examinations for the ranks of Battalion Chief and Lieutenant on November 7, 2001. Effective January 11, 2002, the promotional list for the rank of captain was certified by the Fire Civil Service Commission.

C) SERVICES

Human Resources also provided advice and counsel to managers and supervisors in the administration of the Family Medical Leave Policy, the ADA Policy and the City's CDL Drug and Alcohol Policy, among other items.

E) TRANSACTIONS

The Human Resources division continued to maintain an official personnel file for every employee. The division also maintained and updated the leave records for every employee and maintained and updated the disciplinary reports for police and fire employees. In addition, Human Resources processed 1,694 Payroll Action Forms in 2001.

II. PAYROLL

The Payroll division ensured that all City employees were paid and that all applicable deductions were taken for taxes, pension plan contributions, court orders, deferred compensation plan contributions, and other accounts payable for employees' voluntary deductions. The Payroll division continued to utilize the computerized timesheet application that was written by the City's Bureau of Data Processing and payroll software from Automated Data Processing, commonly known as ADP, a worldwide provider of payroll processing services. In addition to accurate bi-weekly payroll processing, the Payroll division was responsible for distribution of annual W-2s in accordance with the law and timely transmittal/impoundment of all funds related to mandatory and voluntary payroll deductions.

BUREAU OF OPERATIONS AND REVENUE 2001 ACCOMPLISHMENTS

In 2001, the Bureau of Operations and Revenue, in conjunction with the City's outside collection agency, collected \$25,430,735.49 in utility payments. Of this amount:

- \$2,855,119.17 was collected from 299 manual accounts;
- \$5,087,045.44 in sewer charges was collected from the outside municipalities, which is \$55,315.94 more than was collected in 2000;
- \$2,978,937.53 was collected through the water shutoff program, which is \$99,472.56 more than was collected in 2000;
- \$3,063,138.26 was collected from large-volume accounts billed manually, which is \$975,313.40 more than was collected in 2000;
- \$1,378,530.16 was collected from 3,400 Susquehanna accounts, and
- \$247,787.96 was collected from 197 fire line accounts.
- \$9,820,356 was received as a result of the normal billing process.

The Tax and Enforcement Office collected \$2,864,912.41, which is \$65,012.12 more than was collected in 2000. In addition, the Tax and Enforcement Office:

- Received \$73,284.75 from the Harrisburg School District for the collection of their Business Privilege and Amusement Taxes, which is \$3,281.46 more than was collected in 2000;
- Issued 683 licenses generating \$8,714.00 in revenue;
- Issued 486 new Mercantile and Business Privilege Licenses, generating revenue totaling \$19,440.00;
- Connected 12 new burglar/fire alarms to the Police Communications Center and collected \$88,117.00 in burglar/fire alarm revenue, which is \$18,580.00 more than was collected in 2000, and
- Issued 192 prior-year licenses, generating revenue totaling \$7,680.00.

The Civil Litigation Unit collected \$357,983.91 in payments on City-held liens, which is \$72,136.70 more than was collected in 2000, and filed 662 new liens to protect the City's interests, which is 99 more than was filed in 2000.

The Bureau's division of Central Support:

- Processed 470,683 pieces of mail and,
- Produced 1,966,381 copies in the Duplication Center.

On other fronts, the Bureau of Operations and Revenue:

- Exceeded the amount collected for Mercantile-associated revenues in 2000 by \$65,012.12.
- Targeted 3,116 accounts for the Water Shutoff program, which is 227 more accounts than was targeted in 2000.
- Terminated water service at 436 residential and 60 commercial properties.
- Processed 1,852 settlement sheet requests;
- Received 9 accounts, valued at \$79,753.30, from other City entities for collection;
- Processed 877 Delinquency Inquiries for the Harrisburg Housing Authority on Section 8 properties, which is 191 more inquiries than was processed in 2000.

In the area of Labor Relations, the following was accomplished:

- Conducted 6 Labor Management meetings with AFSCME Local #521;
- Conducted 5 Labor Management meetings with IAFF Local #428;
- Conducted 5 Labor Management meetings with FOP Lodge #12;
- Processed 21 AFSCME grievances;
- Processed 6 IAFF grievances;
- Processed 4 FOP grievances;
- Entered into contract negotiations with AFSCME and the IAFF.
- Processed 150 health insurance applications and changes, 178 Prescription Drug applications and changes, 158 Pension Benefit applications, 105 Life Insurance policy applications, and 386 Major Medical Reimbursements;
- Issued 107 Health Insurance ID cards and 98 Prescription Drug cards.

PERSONNEL ROSTER

DEPARTMENT OF ADMINISTRATION

Office of the Director

Napoleon A. Saunders, Business Administrator (10/28/85)
Linda L. Lingle, Deputy Business Administrator (9/25/89)
Robert L. Morrison, Deputy Business Administrator (5/5/80)
Robert F. Kroboth, Deputy Business Administrator for Finance (11/8/82)
Lisa M. Holland, Confidential Secretary (1/20/98)

Office of Affirmative Action

Joy A. Verner, Affirmative Action Officer (12/18/00)

Office of Insurance and Risk Management

Jeffery McNary, Risk Manager (9/28/98)
John F. Downs, Loss Control Officer 10/10/89)
Joni R. Willingham, Administrative Assistant (8/24/87)

Bureau of Financial Management

Robert F. Kroboth, Director (11/8/82)
Sherry G. Scott, Deputy Director (10/3/88)

Office of Accounting

William P. Leinberger, Accounting Manager (2/1/99)
Judith M. Bowman, Fiscal Technician II (4/18/79)
Nancy V. Hoffman, Auditor II 9/22/71)
G. Dennis Proctor, Auditor (6/1/78)
Shanti R. Shah, Fiscal Officer II (2/27/85)

Office of Budget & Analysis

Ginger S. Miller, Budget Manager (6/15/98)
Brendon J. Booz, Budget/Management Analyst I (7/5/00)

Office of Purchasing

Mattea D. Fera, Buyer II (10/24/77)
Slava Kerry, Fiscal Technician II (7/29/85)

Bureau of Data Processing

Robert L. Morrison, Deputy Business Administrator (5/5/80)
Steven L. Zimmerman, Deputy Director/Systems Programmer (1/22/79)
Paul C. Anderson, Lead Programmer (11/4/81)
Thomas C. Bolton, Administrator/Systems Programmer (2/16/81)
Carla DiNatale, LAN Services Officer (1/19/99)

Joanne Ebersole, Lead Programmer (1/17/83)
Jeffrey B. Edwards, Systems Programmer Trainer (11/16/92)
James Furjanic, Computer Programmer III (5/13/96)
Cindy Hamilton, Network Administrator (8/27/01)
Gail Hendricks, Deputy LAN Administrator (9/25/00)
Nancy Knowlton, LAN Services Officer (7/2/01)
Nancy Kuhn, Secretary II (6/2/80)
Michael M. Miller, Computer Operator II (6/15/92)
Joyce C. Ray, Computer Programmer/Operator III (12/7/98)
Satyajit Saha, Computer Programmer/Operator III (1/31/00 – 1/31/01)
John Watson, Clerk II (10/26/81)
Dorothy L. Young, Computer Programmer/Operator III (6/15/98)

Bureau of Human Resources

Vincent J. Burns, Director (8/14/95)
Dieu-Thanh T. Bang, Personnel Assistant (1/22/90)
Deborah A. Felker, Personnel Officer (5/19/80)
Corissa Grothe, Confidential Secretary (7/30/01)
Evelyn Ojea, Confidential Secretary (10/1/90 – 6/15/01)

Payroll Division

Darlene Long, Payroll Manager (1/7/97)
Melvin A. McCraw, Sr., Payroll Technician, IV (11/29/76)

Bureau of Operations and Revenue

Linda Lingle, Deputy Business Administrator (9/25/89)
Michael Brownsweiger, Paralegal (6/11/90)
Peggy Coy, Secretary (11/7/88)
Sue Grant, Administrative Assistant (7/21/86)

Jane Vonlong McCraw, Labor Relations Officer (4/10/95)
Matthew Bailey, Labor Relations Assistant (4/9/01 – 8/21/01)
Jennifer Berstler, Confidential Secretary (1/1/01 – 7/2/01)
James Harper, Confidential Secretary (7/16/01)
Joan A. Humes, Benefits Coordinator (1/27/97)

Tom Asman, Deputy Director for Operations (7/3/78)
Mary Cato, Reproduction Technician (2/10/75)
Florentina Gentry, Receptionist (7/21/70)
Robin Grannison, Central Support Assistant (7/20/87)
Winifred Miller, Reproduction Technician II (5/9/77)
Jeanne Soisson Ridge, Bureau of Police (7/7/00)
Stuart Veinotte, Archivist (5/14/01)

Steven Ketterer, Tax and Enforcement Administrator (2/25/80)
Michael Hughes, Deputy Tax and Enforcement Administrator (10/21/96)
Heather Hardie, Paralegal (7/16/01)
Michelle Kennedy, Administrative Assistant (4/17/95)
Brenda Reidell, Clerk (7/8/91)
Stephanie Vajda, Paralegal (5/5/97 – 5/24/01)

Bradley Yingst, Delinquent Accounts Supervisor (2/5/96)
Jay Browning, Customer Service Representative/Account Specialist (2/14/00)
Joanne Fetterhoff, Asset Specialist (2/6/78)
Catherine Fletcher, Customer Service Representative/Account Specialist (7/2/93)
Ellis Fulton, Paralegal (4/15/92)
Jackie Hugney, Customer Service Representative (3/25/96)
Brent Lawson, Customer Service Representative/Account Specialist (1/20/98 – 7/31/01)
Joanne Lewis, Secretary (11/16/81)
Linda Modica, Customer Service Representative/Account Specialist (9/8/97)
Barbara Morgan, Customer Service Representative/Account Specialist (3/3/86)
Tammy Shunnara, Customer Service Representative/Account Specialist ((6/2/97)
Wanda Wright, Customer Service Representative/Account Specialist (7/2/79)

Tonia Baum, Billing Supervisor (12/19/80)
Rosemarie Conrad, Clerk (5/25/98)
Shauna Wallig, Customer Service Representative (9/25/00)
Earline Wise, Clerk (8/6/79)

EXPENDITURE ANALYSIS SUMMARY

2001 BUDGET

	1998 Actual	1999 Actual	2000 Actual	2001 Approved Budget	2001 Projected
<u>DEPARTMENT OF ADMINISTRATION</u>					
<u>0110 OFFICE OF THE DIRECTOR</u>					
Personnel Services	164,931	165,446	161,755	180,274	178,349
Operating Expenses	3,606	3,202	5,698	5,600	4,876
Capital Outlay	0	0	0	0	0
TOTALS	168,537	168,648	167,453	185,874	183,225
<u>0111 INSURANCE & RISK MANAGEMENT</u>					
Personnel Services	155,499	189,147	158,578	163,510	166,694
Operating Expenses	37,813	14,080	22,000	37,550	36,281
Capital Outlay	10,076	9,129	538	0	0
TOTALS	203,388	212,356	181,116	201,060	202,975
<u>0112 BUREAU OF FINANCIAL MANAGEMENT</u>					
Personnel Services	487,199	567,037	566,908	614,221	556,743
Operating Expenses	134,428	128,254	107,356	171,250	0
Capital Outlay	0	0	930	0	0
TOTALS	621,627	695,291	675,194	785,471	556,743
<u>0116 BUREAU OF DATA PROCESSING</u>					
Personnel Services	644,405	887,428	893,049	965,595	890,126
Operating Expenses	234,273	128,979	104,561	147,680	175,306
Capital Outlay	50,773	(2,410)	29,433	25,000	0
TOTALS	929,451	1,013,997	1,027,043	1,138,275	1,065,432

EXPENDITURE ANALYSIS SUMMARY

2001 BUDGET (continued)

	1998 Actual	1999 Actual	2000 Actual	2001 Approved Budget	2001 Projected
DEPARTMENT OF ADMINISTRATION					
<u>0117 BUREAU OF HUMAN RESOURCES</u>					
Personnel Services	283,041	281,473	291,956	310,389	301,868
Operating Expenses	89,897	64,459	73,048	77,226	72,271
Capital Outlay	14,989	0	5,650	1,600	0
TOTALS	387,927	345,932	370,654	389,215	374,139
<u>0121-0128 BUREAU OF OPERATIONS & REVENUE</u>					
Personnel Services	1,042,914	1,096,478	1,305,894	1,439,163	1,399,192
Operating Expenses	300,220	320,884	372,387	377,285	447,213
Capital Outlay	18,843	3,585	10,261	0	14,508
TOTALS	1,361,977	1,420,947	1,688,542	1,816,448	1,860,913
TOTAL DEPARTMENT OF ADMINISTRATION					
Personnel Services	2,777,989	3,187,009	3,378,138	3,673,152	3,492,972
Operating Expenses	800,237	659,858	685,050	816,591	735,947
Capital Outlay	94,681	10,304	46,812	26,600	14,508
TOTAL EXPENDITURES	3,672,907	3,857,171	4,110,000	4,516,343	4,243,427

POSITION ANALYSIS SUMMARY

2001 BUDGET

	1998 Actual	1999 Actual	2000 Actual	2001 Approved Budget	2001 Projected
ADMINISTRATION					
Office of Director	3.00	3.00	3.00	3.00	3.00
Insurance & Risk Management	4.00	4.00	3.00	3.00	3.00
Financial Management	11.00	12.00	12.00	12.00	12.00
Data Processing	15.60	15.60	15.60	15.60	17.60
Human Resources	6.00	6.00	6.00	6.00	6.00
Operations & Revenue	31.00	31.00	33.00	33.00	34.00
TOTAL POSITIONS	70.60	71.60	72.60	72.60	75.60

In 1999, an auditor was transferred from the Office of the City Treasurer to the Bureau of Financial Management. In 2000, a Customer Service Representative/Account Specialist I was added to the Bureau of Operations & Revenue and the Benefits Coordinator was transferred from the Office of Insurance and Risk Management to the Bureau of Operations & Revenue. The 2001 Approved Budget saw no change in the personnel complement.